minister ever served his country more effectively in an emergency. The following morning, 9th December, 1916, I informed the War Cabinet at its first meeting that Sir Joseph Maclay was to be appointed Shipping Controller. Until the Shipping Ministry received legislative sanction, he was to take the Presidency of the Shipping Control Committee, but he was to have extended powers, as to which he would himself report after examination.

The War Cabinet directed their Secretary to invite the Admiralty and the Board of Trade to give Sir Joseph Maclay every possible facility and assistance.

The new Ministry was in due course legally authorised by the new Ministries and Secretaries Act, 1916, which received the Royal Assent on 22nd December. But the new Minister of Shipping did not wait for that event. Although on leaving me after accepting the appointment, as he has since confessed to me, "one of the most miserable men in London," he called two leading shipbuilders into conference that same afternoon at his hotel, and arranged with them for an immediate meeting of the Shipbuilders' Association, so that the building of more ships might be pressed on with at once, as the most outstanding need of the country. He also got promptly into touch with the Shipping Control Committee, which was being superseded by the new Ministry. Lord

Prompt action taken

Curzon, its former Chairman, was in any case resigning to join my new War Cabinet, and another member, Lord Farringdon, also withdrew. But the other three members, Sir Thomas Royden, Sir Kenneth Anderson and Mr. Frederick Lewis, three of the ablest shipowners in the world, agreed to